

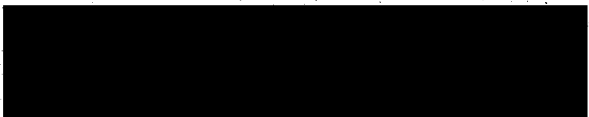
S E C R E T

SUBJECT: Review of One-Grade Penetration Policy

(b) Arguments against the policy included:

- (1) In our orderly competitive system of selection for promotion there will necessarily be a great increase in paper work and managerial attention. At the same time there will be a tendency to be less discriminating and thoughtful in carrying out the promotion function.
- (2) It will be difficult to make meaningful distinctions between the performance of individuals competing for advancement into grades 6, 7 and 10, and the significance of promotions as opposed to periodic step increases will be lost.
- (3) Since other agencies do not use grades 6, 8 and 10 in most professional fields of work, CIA will be at a psychological disadvantage in recruitment.
- (4) The morale of CIA employees in grades 6, 8 and 10 (when their actual positions are classified at 7, 9 and 11) will be adversely affected because of their "odd ball" grades.
- (5) The use of more grades with less significant classification and dollar spread is contrary to much current thought regarding compensation plans. Current thought tends to favor fewer grades of greater classification and dollar spread.

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Farnett D. Echols  
Acting Director of Personnel

Attachment:  
Promotion Figures

S E C R E T